



City of Sierra Vista  
**Strategic Leadership Plan**  
**FY2014–FY2016**



Our Future  
**VISTAS**



# City's Mission

As stewards of the public trust, the City of Sierra Vista provides quality services and amenities through strategic and ethical leadership, and is committed to building a strong, healthy, and vibrant community where its residents can prosper.

## A vision for the future requires a flexible roadmap.

That's why the Sierra Vista Mayor and Council have developed a 20-year strategic plan, "*Our Future Vistas*," to promote strategic leadership and performance and guide the community to the future. The plan includes the City's vision for the community that reflects what it hopes the community can accomplish and what it can become. In support of that vision, the City has defined nine strategic focus areas and the goals and measurable objectives that define success in each of those areas.



# Imagine in 20 years...



Sierra Vista is still a young, vibrant community where, through hard work and focused commitment, our residents and leaders have created a city where:

- Meaningful choices for housing, employment, education, recreation, cultural activities, medical care, and retail opportunities are available.
- The area's unique environment is valued, protected, and enhanced through open space, parks, shared use paths, and other amenities that also encourage a healthy lifestyle.
- Good planning has provided opportunities for attractive and safe neighborhoods, successful commercial districts, and expansion of city boundaries.
- A strong and diverse regional economy supports a thriving community and a dynamic Fort Huachuca.
- Visitors choose to come to enjoy the area's many attractions, natural beauty and rich western and military history.
- Management and stewardship of the community's assets and resources and the provision of superior services by city government is paramount.
- People and organizations communicate effectively to work in partnership for the benefit of the entire Sierra Vista and Fort Huachuca region.



# Strategic Focus Areas

These strategic focus areas help define where available resources should be spent—both time and money—to reach the 20-year vision of Sierra Vista and to answer the question, “What is most important?”

- **Proactive Water Management & Environmental Stewardship**
  - Superior Community Services and Regional Partnerships
  - Quality Cultural, Tourism and Recreational Amenities
  - Attractive, Welcoming, and Healthy Community
  - Economic and Educational Vitality and Diversity
  - Robust Sierra Vista—Fort Huachuca Alliance
  - Varied Transportation Systems
  - Well-Planned Development
  - Working Together as a Community





# How do we get there from here?

In the next five years we plan to address these nine major goals.

## ☐ **Well-Planned Development:**

Assure quality growth and redevelopment for the future of Sierra Vista through the general plan, application of land use planning, annexation, infill, and development standards.

## ☐ **Public Safety:**

Further enhance the quality and capacity of police and fire services.

## ☐ **Economy and Education:**

Actively promote the growth and expansion of a strong and diverse regional economic base while collaborating with employers and educational organizations to improve the quality of workforce readiness and economic development.

## ☐ **Housing:**

Encourage and support the creation and availability of a variety of housing options for all segments of the Sierra Vista community.

## ☐ **Varied Transportation:**

Provide Sierra Vista with a variety of safe and efficient transportation options and infrastructure.

## ☐ **Recreation and Library:**

Provide the community with a variety of recreation, library, wellness and cultural amenities.

## ☐ **Organizational Effectiveness:**

Ensure the long-term financial viability and operational effectiveness of City government, while providing opportunities for civic engagement.

## ☐ **Water Management:**

Ensure that the long-term water resource needs of the Sierra Vista and Fort Huachuca community are protected.

## ☐ **Environmental Stewardship:**

Encourage the use of cost-effective measures that protect the environment and contribute to energy efficiency.

# Here's what we plan to accomplish in the next two years.



## ✓ **Well-Planned Development**

To achieve quality growth and development for the City, we will:

- Pursue annexation of county enclaves with greater emphasis on education to property owners.
- Complete the update of the City's General Plan, Vista 2030, to conclude with a November 2014 vote of Sierra Vista residents.
- Implement a plan to address the external appearance of unoccupied, neglected commercial buildings.
- Explore ways in which a future "Town Center" could be created and sustained within the community.



## ✓ **Public Safety**

To further enhance the quality and capacity of police and fire services, we will:

- Explore partnerships and grant opportunities that would allow for the construction of all or part of a regional public safety training facility.
- Develop and begin implementation of a plan that will ensure the Fire Department can be accredited by 2019.
- Develop and implement a cost-effective education and prevention program targeted toward reducing the number of home health care emergency medical calls made by residents.
- Partner with other public safety service providers to expand regional dispatch and communications, and develop a long-term plan for full integration with Cochise County in the future.
- Identify funding to establish and maintain a Civilian Emergency Response Team (CERT) for response in critical community incidents and disasters.
- Expand the use of electronic citations and other efficiencies that allow police officers to spend more time on proactive policing.



## ✓ Economy and Education

To actively promote the growth and expansion of a strong and diverse regional economic base, we will:

- Assume the leadership role in developing, overseeing, and implementing a collaborative strategy to coordinate economic development efforts within the community.
- Identify ways in which the City and community partners can improve effectiveness in helping to retain and expand missions on Fort Huachuca as well as other federal operations.
- Engage area employers in identifying short and long-term educational needs that would improve workforce competitiveness; then actively facilitate discussions with educational institutions for future incorporation into programs and curricula.
- Identify ways in which retail, business, and tourism with Mexico can help expand the City's economic base.
- Develop and implement ways in which visitor attraction to the City of Sierra Vista can be improved.
- Identify infrastructure improvements that could position the City more advantageously for future business attraction and expansion.
- Measure, evaluate and refine Sierra Vista's economic development effectiveness.
- Develop specific strategies to grow and attract quality firms and jobs in targeted sectors.



Sierra Vista Economic Development Foundation



# Here's what we plan to accomplish in the next two years.



## ✓ Housing

In order to encourage varied housing opportunities for City residents, we will:

- Implement City policy on condemnation and removal of dilapidated mobile homes.
- Establish a Qualified Vendor List to assist residents in better maintaining their homes.
- Analyze options to incentivize private sector housing opportunities for convicted felons and others formerly incarcerated.

## ✓ Varied Transportation

In order to provide Sierra Vista with a variety of safe and efficient transportation options and infrastructure, we will:

- Continue to pursue funding through federal and state sources for implementing construction of multi-use paths identified in the City's Safe Bicycle and Pedestrian Routes Plan.
- Pursue federal and state funding through the City's regional planning organization and other applicable sources for reconstructing arterial streets in poor condition.
- Complete the construction of Coronado Drive between Busby and Golf links as transportation development fees become available.
- Evaluate opportunities for implementing actions in the City's 2013 transportation efficiency study.
- Analyze transportation impacts of the planned new regional hospital and develop a plan to coincide needed road improvements with the facility's completion.
- Partner with Cochise County on developing options and analyzing feasibility of a future east-west connector road from SR92 to Moson Road.
- Develop a multi-year plan that would bring all city streets up to minimum standards.







## ✓ Recreation and Library

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In order to provide the community with a variety of recreation, library, cultural, and wellness opportunities, we will:

- Seek alternative funding sources to construct additional improvements in Garden Canyon Park.
- Pursue funding for implementation of the Fry Cemetery Master Plan.
- Evaluate current city recreational, cultural, and sports programs to identify ways in which offerings can be changed or improved to fill unmet community needs.
- Explore feasibility of adopting City code changes that would require future developments to set aside space for recreational amenities.
- Reevaluate and update current general plan standards for future recreational amenities.
- Investigate partnerships with other organizations to cost effectively expand programs to the community.

# Here's what we plan to accomplish in the next two years.

## **Organizational Effectiveness**

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In order to ensure the long-term financial viability and operational effectiveness of City government, we will:

- Preserve General Fund reserve levels.
- Evaluate the value and success of City communications strategies and methods, and develop a plan to cost effectively modify or enhance.
- Identify automation and technology methods that would improve productivity within city departments.
- Pursue financially advantageous in-sourcing opportunities for contracting additional City services to other government entities.
- Explore the feasibility of implementing technologies and innovations designed to gather, evaluate, and disseminate information to both the city and the public in order to improve service efficiency and increase resident participation in government.
- Develop a "knowledge" database of community services that is accessible to the general public.
- Conduct a classification and compensation study of city positions.







## Water Management

To ensure that the long-term water resource needs of the Sierra Vista and Fort Huachuca community are protected, we will:

- Update the City's surface water plan.
- Achieve a 2% reduction in the City's water use as measured by its gallons per capita per day (GPCPD).
- Maintain the City's commitment to community water management partners.
- Develop a legal strategy to guide City actions in protecting ground water rights for Sierra Vista.
- Continue to challenge federal efforts to list endangered species in the region that could negatively impact community efforts to retain Fort Huachuca missions and protect the San Pedro River.
- Conduct a study to identify soil conditions that maximize ground water infiltration within the City's wash corridors.
- Explore feasibility, cost, and options regarding future diversion of storm water runoff to public or private recharge basins near the San Pedro River.



## Environmental Stewardship

To encourage the use of cost-effective measures that protect the environment, we will:

- Implement a recycling program for multi-family housing and commercial customers who are not currently recycling.
- Evaluate options for reducing the prevalence of plastic bag litter in the community.



# City Council

Mayor Rick Mueller, Mayor Pro Tem Bob Blanchard

Gwen Calhoun, Tom Crosby, Rachel Gray, Henrietta "Hank" Huisking, Tom Reardon



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